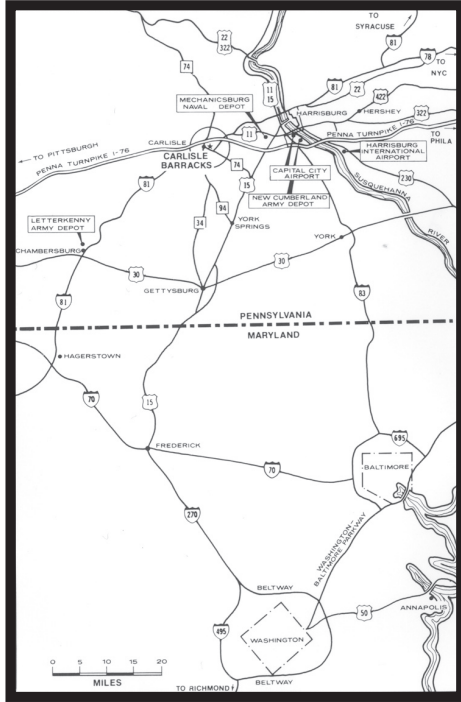


## Road Net



## Location

The USAWC is located at Carlisle Barracks, in the Cumberland Valley of Pennsylvania, 18 miles west of Harrisburg, on US Route 11 south. The Borough of Carlisle adjoins the post on the south and is about 27 miles north of Gettysburg on PA Route 34. A short distance north of Carlisle Barracks on US Route 11 are Interchanges for I-81 (Exit 52 - old Exit 17W), and I-76 (Exit 226 - old Exit 16, the Pennsylvania Turnpike). Highway travel time to Carlisle Barracks from Washington, DC or Philadelphia is about two and one-half hours; from New York, about four and one-half hours; and from Pittsburgh, about four hours.

Carlisle Barracks (USAWC) telephone (717) 245-3131

## Travel

Key air and railroad terminals are located in the vicinity of Harrisburg. American, United, USAir, Delta, Continental, and Northwest Airlines fly regularly scheduled flights into Harrisburg International Airport. The Amtrak Railroad services Harrisburg from Chicago, New York, and all points on the East Coast. A representative of this command will be on hand to meet visitors arriving at Harrisburg or Carlisle transportation terminals and to arrange further transportation to Carlisle Barracks.

## A PROSPECTUS

# 1st ANNUAL STRATEGY IMPLEMENTATION SEMINAR

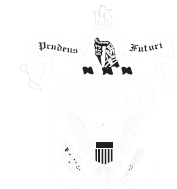
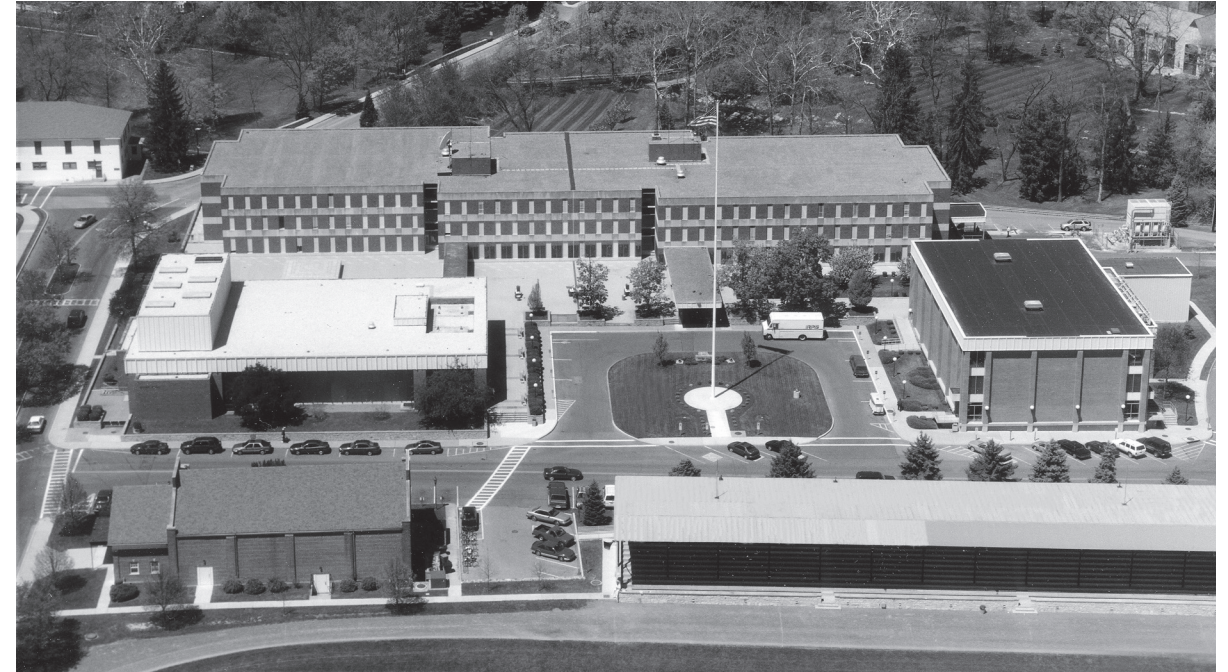
25-27 JULY 2006



## U.S. Army War College Carlisle Barracks, Pennsylvania

“Not to promote war, but to preserve peace”  
Elihu Root

## THE U.S. ARMY WAR COLLEGE CARLISLE BARRACKS, PENNSYLVANIA



# 1st ANNUAL STRATEGY IMPLEMENTATION SEMINAR

## Objectives and Organization

The objectives of this seminar are:

— To provide a privileged forum in which distinguished speakers may discuss their views on issues of importance related to the implementation of national strategy with students and faculty of the U.S. Army War College (USAWC) Distance Education Program and invited guests.



— To provide an extended opportunity for free and candid dialogue on these issues among the college students, faculty, and guests, the latter a select group of representatives from the policy implementation community and those who influence the implementation of policy.

— And finally, through all the activities of the seminar, to enable USAWC students to better understand the society they serve; and, in turn, to permit the guests to get to know some of the prospective senior leaders of their armed forces.

Organizationally, the Strategy Implementation Seminar rests principally on the framework of the 20 USAWC Distance Education Program seminar discussion groups, each having approximately 15-20 students. Three guests will join each of these seminars for the week. The students and faculty will identify candidate topics for discussion, while the keynote speakers and discussion panels for each day will provide added focus and commentary for the day's discourse. It is within the free and relatively unstructured framework of seminar discussion that the fundamental purposes of the Strategy Implementation Seminar (SIS) are best served.

SIS guests are nominated because of their ability to draw on their professional backgrounds, personal experiences, and knowledge of key national and international issues. A personal commitment to the nation makes each SIS guest uniquely able to contribute to the seminar experience.

# WAR COLLEGE

## History

The USAWC, the Army's senior educational institution, was founded in 1901 by Elihu Root, then the Secretary of War. Secretary Root described the founding philosophy of the USAWC in words which have served as its motto ever since.

"Not to promote war, but to preserve peace through intelligent and adequate preparation . . . this institution is founded."

Except for the two world wars, the USAWC has operated continuously for more than 100 years. It has graduated over 23,000 military, civilian, and international students, almost 4,000 of whom have achieved general or flag officer rank. Among its many illustrious graduates are former President Dwight D. Eisenhower, General of the Army Omar N. Bradley, Fleet-Admiral William F. Halsey, Jr., General Tommy R. Franks, General George S. Patton, Jr., General Matthew B. Ridgway, General H. Norman Schwarzkopf, General John M. Shalikashvili, General Maxwell D. Taylor, General Hoyt S. Vandenberg, USAF, Lieutenant General John A. Lejeune, USMC, and Ambassadors Davies, Underhill, and Troxel. To date, over half of the International Fellows have become general officers and have held senior positions of responsibility within their respective defense establishments.

## Carlisle Barracks

Carlisle Barracks was founded by Colonel John Stanwix of the British Army on May 30, 1757, and was initially manned by a battalion of British Regulars and Pennsylvania, Maryland, and Virginia provincials. By the time of the Revolutionary War, Carlisle Barracks was a well-established post. The Army's first educational institution, The Artillery School, was started at the Barracks in 1778. Thereafter, the post served as the home of The School of Cavalry Practice, and was both occupied and later burned by Confederate forces during the Civil War. From 1879 to 1918, the famous Carlisle Indian School was located here, contributing to the academic and vocational preparation of young Indians from all over America and also producing such famed athletes as Jim Thorpe. From 1920 to 1946, Carlisle Barracks was the home of the Medical Field Service School. During the period 1946-1951, there were a number of Army Schools in residence — Chaplain, Adjutant General, Army Security Agency, and Armed Forces Information School. Since 1951, Carlisle Barracks has been the home of the U.S. Army War College.



Jim Thorpe



# U.S. ARMY

## Mission — Objective — Curriculum

There are few issues of greater significance to the long-term readiness of our military forces than the education of military officers to accomplish the vital roles they play in the defense of our nation. Accordingly, the USAWC serves as the capstone institution for the formal development of the Army's leaders, providing the professional education of carefully selected officers and government civilians who will be serving in senior positions in the near future. More specifically, the USAWC has as its objective the task of providing the Army and the nation with senior leaders who understand the role of the military officer in a democratic society, who can advise properly on the use of military force to achieve national objectives, and who are adept at leading and directing military forces to achieve national objectives.

The curriculum is designed to provide students with a strategic perspective and to equip them with the personal and professional qualities and capabilities they will need to operate competently and confidently in a strategic environment. Core subjects include senior-level leadership, national military strategy, joint doctrine, regional threats and strategies, theater campaign planning, and the Army's role in the implementation of our national military strategy. The Strategy Implementation Seminar is the culminating event in their course of study. It provides the students with an unequalled opportunity to compare their perspectives on national security and related matters with the views of 60 representatives from the policy implementation community and those who influence the implementation of policy.

The curriculum is structured to produce more than a military strategist. Through a combination of core subjects, elective courses designed to provide greater topical depth, distinguished guest lecturers, seminar discourse and independent study, the USAWC seeks to provide an atmosphere conducive to broad intellectual and personal growth for each officer; first, in professional knowledge and understanding; second, in creative, critical, analytical, and verbal capacities; and third, in personal development.

The USAWC purposefully integrates military history, strategy, operational planning, and ethics throughout the course offerings. Moreover, the curriculum is designed to reflect the fact that the Army cannot fight successfully as a single service if it is to fulfill its role in implementing national military strategy. In today's world, deterrence and the conduct of war rest on a coalition effort. Therefore, more than 75 percent of the USAWC's curriculum is devoted to joint, national or coalition warfare, and related topics. The USAWC is accredited by the Middle States Commission on Higher Education. At the conclusion of their studies, students are awarded a Masters of Strategic Studies Degree.

## PARTICIPANTS IN THE STRATEGY IMPLEMENTATION SEMINAR

### Seminar Guests

The guests are a select group of representatives from the policy implementation community and those who influence the implementation of policy. Guests will include representatives from Capitol Hill, Executive Branch agencies, academia, and the media. By design, they represent a cross section of experience, contemporary interests, and views. Each is invited as a representative of their organization and its culture, someone deeply concerned with the well being of the nation, and as a person whose experience, knowledge, and interests will enable him or her to contribute to seminar group discussions.

### Students

The USAWC Distance Education Program student body is currently composed of 308 U.S. military officers, 21 civilian employees of the U.S. Government, and 10 senior officers from other countries. While the class is drawn predominantly from the Active Army, U.S. Army Reserve, and the Army National Guard, 11 of the officers are from the Navy, Marine Corps, Coast Guard, and Air Force. Most officers are in the grade of either Colonel/Captain or Lieutenant Colonel/Commander. The civilian students are of comparable grade. The average age is 44 and the average length of service is 19 years. Sixty-two percent of the military officers have commanded battalion or larger organizations. Nearly 24% of this year's class have seen duty in Southwest Asia, while over 17% have seen duty in Afghanistan. Seventy percent of the students have graduate degrees.

### Faculty

The faculty consists of current and former military officers as well as civil service professionals. Although predominantly Army in composition, the faculty also includes current and former representatives of the other services. Faculty members are selected on the basis of formal education, training, and career experiences which uniquely qualify them as experts in one or more of the various categories which comprise the total discipline of military art and science.

MONDAY

July 2006

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JULY 2006

Guests Arrive  
and Inprocess

TUESDAY

July 2006

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JULY 2006

AM

Commandant's  
Welcome

Keynote Address  
(Combatant  
Commander—  
Implementing  
Strategy)

Plenary Session  
Question and Answer  
Period

Lunch/Optional  
Lectures

PM

Seminar Discussions

Visit New Equipment  
Displays

Retreat Ceremony

Commandant's  
Reception

WEDNESDAY

July 2006

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JULY 2006

AM

Media Panel  
(Media Perspectives  
on Strategy  
Implementation)

Plenary Session  
Question and  
Answer Period

Lunch/Optional  
Lectures

PM

Seminar Discussion

Distinguished  
Guest Speaker  
(Reserve Component  
Perspectives  
on Strategy  
Implementation)

Seminar Social

THURSDAY

July 2006

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JULY 2006

AM

Congressional  
Panel (Legislative  
Impact on Strategy  
Implementation)

Plenary Session  
Question and Answer  
Period

Lunch/Optional  
Lectures

PM

Capstone Address  
(Policy Development  
at the Strategic Level)

Plenary Session  
Question and Answer  
Period

Guests Depart